

REIMAGINING OUR LEADERSHIP AND OUR COMMUNITIES

Goals for Today

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Let's
have
some
fun!

1. Help you see “what is” a little differently
2. Help you imagine “what could be” a little differently
3. Provide tangible tools and takeaways
4. Inspire your impact and your curiosity to reimagine leadership and community

Suggested Ways of Being

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Let's
have
some
fun!

- Create a safer space for a braver space
- We are both leaders and learners
- Use “I” statements
- Assume positive intent and focus on impact
- No attribution
- Bring your head and your heart

Awareness, Learning and Change

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Awareness is first

Learning is
second

Learning is only
possible with
action and in
relationship

Change takes
time, commitment,
practice and
mistakes

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Promising Practices

Culture, Leadership and Components

Culture

What is Culture?

Culture

How does culture impact strategy?

Leadership

Your Why Informs Everything,
Including What and How.

Leadership

What are the skills of effective volunteer leaders?

Components

What are the skills of effective volunteers?

Terminology and Framing

Exploring Diversity: Groups and Intersectionality

- Race
- Ethnicity and Culture
- Nationality/Language
- Gender
- Gender Identity
- Sexuality
- Neurodiversity
- Physical Abilities/Disabilities
- Age
- Body size or shape
- Height
- Ways of thinking
- Education
- Socioeconomic
- Professional
- Lifestyle
- Family/Background

Exploring Equality, Equity and Access

EQUITY and EQUALITY

Equality everyone is given the same resources or opportunities.

Equity recognizes that each person has different circumstances and allocates resources and opportunities needed to reach an **equal** outcome.

ACCESS

Access seeks to provide equitable accessibility to all people in a programmatic or systemic framework.

A removal or reduction of barriers to participation by ensuring that information, services and facilities are accessible to all people.

Exploring Inclusion and Belonging

INCLUSION

Inclusion is the **act of establishing** philosophies, behaviors, policies, practices, and procedures that ensure equitable access to opportunities and resources that support individuals in contributing to an organization's success.

BELONGING

Belonging is a **feeling that is purposefully cultivated** in a culture that allows one to thrive by being encouraged to be who they are, fostering a sense of safety, desire for engagement, encouraging creativity and innovation.

Systematic and Systemic

SYSTEMATIC

- Explicit
- Official Policy
- Methodical

SYSTEMIC

- Implicit
- Unofficial Practice
- Embedded

PROMISING PRACTICES FOR COMPONENTS

- Honoring the past, serving the present while building for the future
- Follow a strategic plan, helps filter new ideas
- Volunteers know their responsibility and charge



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PROMISING PRACTICES FOR COMPONENTS

- ❑ Not every volunteer should be a leader, there's value in many forms
- ❑ Leaders embody values and model the way



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PROMISING PRACTICES FOR COMPONENTS

- ❑ Volunteers need to be representative of membership, especially the Board.
- ❑ If membership diversity is lacking, leaders seek to evolve this for the sake of the organization's future!
- ❑ Belonging and emotional connection matters, representation helps move this forward
- ❑ Associations are also systems of support and care



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PROMISING PRACTICES FOR COMPONENTS

- Design your ideal volunteer pipeline
- Build relationships to support your ideal volunteer pipeline's sustainability
- Individual + collective responsibility and accountability matter
- **“Nothing about us without us”**



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Building Change or Transformation

Key Factors in Change and Leadership

- Mindset
- Capacity
- Proximity
- Self-Reflection

Technical Problems and Adaptive Challenges

“The most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems.”

-The Practice of Adaptive Leadership

Technical Problems

Have experienced before and possess the resources and understanding to successfully solve.

- May be very complex and critically important
- Solutions come from authority/experts
- Solutions grounded in current structures, procedures, and ways of doing things

Adaptive Challenges

Usually have not encountered before, and a clear solution is not apparent.

- ❑ Solutions require changes in people's priorities, beliefs, habits, and loyalties
- ❑ Expertise of people in authority not good enough
- ❑ Others must be mobilized in problem solving
- ❑ Evolutionary and involves individual and organizational loss
- ❑ Some trial and error
- ❑ Generative thinking

Adaptive Challenges

How do you know if you're facing an Adaptive Challenge?

- ❑ It's not clearly defined.
- ❑ You don't have all the information or a process to find information.
- ❑ You feel it in your heart, gut and your mind.
- ❑ It challenges deeply held behaviors, practices and ways of working.
- ❑ Stakeholders involved need to be engaged and brought along.
- ❑ It requires learning and risk-taking to reach a solution.

Polarities



Polarities

A situation in which two interdependent and seemingly contradictory states must be maintained for success over time.

Problem vs. Polarity

A question or puzzle that needs to be solved

A situation in which two interdependent and seemingly contradictory states must be maintained for success over time

Problem vs. Polarity

Either/Or

Both/And

Some Polarities in Organizations

- ❑ Structure and Flexibility
- ❑ Big Picture and Details
- ❑ Stability and Change
- ❑ Member Interests and Component Interests
- ❑ Focus on Costs and Focus on Quality
- ❑ Focus on Task and Focus on Relationship

Key Factors in Change and Leadership

- Mindset
- Capacity
- Proximity
- Self-Reflection

Let's Explore Together!

Get a Piece of Paper
and Something to Write
with...

Let's Explore Some of Your Identities

WRITE THIS DOWN

1. Age

2. Race/Ethnicity

3. Gender (identity/expression)

4. Disability Status

5. Education Level

6. Region/Locale

7. First Language

8. Sexual Orientation

9. Socio-Economic Status/Class

10. Religion or Spirituality

11. Career Level or Sector

12. FREEBIE!

Who is in your proximity and how do they compare to you?

- Family, chosen or otherwise
- Circle of Closest Friends
- Mentors
- Mentees
- Movies, Music, Books
- Hobbies
- Neighborhood
- Most Comfortable Approaching in Public as a Stranger

Let's Discuss

- ❑ Do you see any themes?
- ❑ Any Ah-Ha moments?
- ❑ Do you have a comfort zone, and can you articulate it?

To Ponder as You Proceed

When you think of “leaders” or “professionalism”:

- Do you think it might be influenced by any bias or proximity?
- If so, are you open to any of that being unhelpful and experimenting towards a new outcome?

To Ponder as You Proceed

Does the volunteer experience look exciting and rewarding to your members?

KEY QUESTIONS

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Key Questions

How do we craft structures and opportunities that are future focused, transparent, equitable and inclusive?

Key Questions

How do we cultivate a culture that is welcoming, rewarding, equitable and inclusive?

Building Your Volunteer Pipeline

New School Shoulder Tapping

A Technical Solution in the Adaptive Opportunity!

SINCLR

S	SLOW
I	INTRODUCE
N	NOTICED
C	CONSENT
L	LISTEN
R	RELATIONSHIP

SINCLR

S	SLOW – Breathe!
I	INTRODUCE - name CEC role
N	NOTICED – professional reference
C	CONSENT – ask the question
L	LISTEN – pause for response
R	RELATIONSHIP – if they say no...